

4 DEC 1973

MEMORANDUM FOR THE RECORD

SUBJECT: DD/M&S Control of M&S Positions and Personnel

1. A review of the comments submitted by M&S Office Heads on MSAG's proposal to place M&S positions and personnel Agency-wide under the control of the DD/M&S reveals that the majority of these officers are opposed to the proposal. These include the Offices of Joint Computer Support, Personnel, Training, Logistics, Medical Services, Finance, and Planning, Programming and Budgeting. In addition, the SSA/DDM&S and the Career Management Officer are opposed to any changes. Those who believe the DD/M&S would derive benefits from MSAG's proposal, if adopted, include the Directors of Security and Communications, and the Assistant Career Management Officer. Major points presented by those opposed to any changes or who see little or no benefits resulting from the MSAG proposal are as follows:

- a. One of the main responsibilities of the DD/M&S is to provide personnel support to operating components. To carry out their assigned programs, operating components should have the authority to decide what support is needed, based on their current and future operational requirements. Also, they are in the best position to relate programs and budgets, and to decide on the best use of their human resources.
- b. Budgeting for M&S personnel is easier if done by the directorate or component where the services are performed.
- c. M&S careerists are apt to be more responsive to component desires if the component has authority over them.
- d. The work team concept is more effectively accomplished when support personnel are assigned to operating component T/O's, and when these personnel are under the direct command of that component.
- e. Under the present system, the DD/M&S knows his personnel commitments to other directorates and thus can plan the intake, development, and management of his careerists.
- f. Support officers serving with other directorates might be cast as outsiders under the MSAG proposal, whereas they are now accepted as full-fledged members of the management team of their components.

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g. The number of M&S personnel needed to help carry out the mission of a directorate is negotiable and would continue to be so under the MSAG proposal.

h. With regard to double jeopardy, i.e., the M&S takes two cuts instead of one during a reduction exercise, the M&S will not necessarily improve its position in this regard by having control over M&S positions in other directorates.

i. The thought that M&S control over support positions would provide for better long-range planning of M&S resources is not valid. The level of M&S resources is directly related to the operational requirements of the Agency. These requirements are subject to change, and the DD/M&S has little or no control over the changes.

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j. There are [REDACTED] positions in the Operations Directorate identified for M&S occupancy. This represents less than 10% of M&S personnel strength, and control of these positions by DD/M&S would have little or no overall effect on the management of M&S personnel.

k. The DD/M&S would be responsible for salaries, travel costs, overseas housing, and other allowances were he to take control of M&S positions now under the control of other Deputies. The Director of Finance states that if the DD/M&S owned all of the Finance slots, the Office of Finance would have to more than double its budget, and defend its positions on a country to country basis, including headquarters positions in other directorates. The Office of Medical Services would like to control its positions outside the Office of Medical Services but does not want the responsibility for budgeting for these positions.

2. Of those in favor of MSAG's proposal, the Office of Communications presents the best argument for the M&S control of M&S positions. The Office of Communications believes that centralized management of all its positions in the Office of Communications has made it possible to initiate and sustain meaningful career management and personnel development programs. Also, it allows OC to adjust staffing patterns and positions to reflect changing requirements. OC is quick to point out, however, that were this proposal adopted it would have the disadvantage of increasing the M&S budget and personnel ceilings. On balance OC believes that the MSAG recommendation is eminently workable and a boon to OC resources management and mission accomplishment.

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3. The Director, OPPB points out that MSAG in making its proposal included no detailed argumentation to support its views, but merely asserts that benefits would accrue were the DD/M&S to obtain primary control of all M&S positions. This observation can also be noted with respect to comments submitted by the Office of Security and the Assistant Career Management Officer. The Office of Communications, however, gave detailed arguments that support the MSAG proposal, based on its experience of having control of OC positions, but failed to acknowledge any benefits that might result from the adoption of this proposal. For example, what benefits might be accrued were OC to transfer its overseas positions to the Operations Directorate, and have DDO administrative elements support OC personnel, a service they provide to all other overseas personnel except OTS. Such a move would definitely reduce the M&S budget and its ceiling figure. (On the other hand, the M&S budget, and ceiling figure would increase were the M&S to assume control of M&S positions now in other directorates.)

4. In reviewing the arguments of those against any change to the present arrangement, one will quickly note that, although detailed, they too are based on beliefs and opinions, and assume certain things will happen, mostly for the worse, if the proposed changes are made. Of the views presented, however, it appears that the opponents of the MSAG proposal have supplied sufficient empirical data to raise serious questions as to whether the DD/M&S should proceed any further with this proposal.